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C O P Y

CENTRAL INTELLIGENCE AGENCY

Washington, D. C.

1 July 1952

NOTICE

No [REDACTED]

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CIA CAREER SERVICE BOARD

1. Members of the CIA Career Service Board are designated as follows:

Loftus E. Becker, Deputy Director (Intelligence)
Frank Wisner, Deputy Director (Plans)
Walter Reid Wolf, Deputy Director (Administration)
Matthew Baird, Director of Training and Acting Assistant
Director (Personnel)
Lyman B. Kirkpatrick, Assistant Director, Special Operations
(for the period from 1 July 1952 until 30 September 1952)
James M. Andrews, Assistant Director, Collection and
Dissemination (for the period from 1 July 1952 until
31 December 1952)

2. Walter Reid Wolf is designated Chairman of the CIA Career Service Board for the period 1 July 1952 until 31 October 1952.

3. The Board will hold its first regular meeting at the call of the Chairman.

FOR THE DIRECTOR OF CENTRAL INTELLIGENCE

L. K. WHITE
Acting Deputy Director
(Administration)

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CENTRAL INTELLIGENCE AGENCY REGULATION

NUMBER [REDACTED]

1 August 1952

15. PERSONNEL EVALUATION

A. Policy

In accordance with the basic personnel policy of the Central Intelligence Agency (See CIA Regulation [REDACTED] Paragraph A (1)), a program of personnel evaluation is provided as a principal means of developing and maintaining an effective staff and promoting the most satisfactory relationship between each individual and his supervisor.

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B. Scope of Program

The personnel evaluation program includes all staff employees and staff agents of the Central Intelligence Agency whether on duty in headquarters or in the field.

C. Forms and Frequency of Reports

- (1) CIA Form No. 37-151, Personnel Evaluation Report, shall be used to record evaluations.
- (2) Supervisors shall prepare a personnel evaluation for each individual at the end of his first nine months of service with the Agency and annually thereafter, and at such other times as directed.

D. Responsibility

The Assistant Director (Personnel) is responsible for administering this program.

FOR THE DIRECTOR OF CENTRAL INTELLIGENCE:

/s/ L. K. White

Acting Deputy Director
(Administration)

Effective: 1 August 1952
Rescind : Page 1 of 20-15
11 July 1951

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CENTRAL INTELLIGENCE AGENCY
Washington, D. C.

NOTICE

NO [REDACTED]

1 August 1952

SUBJECT: Steps in the Inauguration of the Personnel Evaluation Program.

REFERENCE: CIA Regulation No. [REDACTED] (Revised), effective 1 August 1952.

1. The need for the CIA Personnel Evaluation Program is immediate. The normal procedure for preparing a Personnel Evaluation Report on the anniversary of the individual's entrance on duty in CIA would unnecessarily delay the program for some individuals. In order to activate the program as soon as practicable, it will be phased into operation as follows:

a. Phase 1: August through October, 1952

Training and indoctrination of supervisors and other Agency officials will be conducted jointly by the Personnel Office and the Office of Training. This indoctrination will be concerned with the purposes, uses and anticipated results of the Personnel Evaluation Program and the use of the Personnel Evaluation Report (Form 37-151). Responsibility for phase 1 is located in the Management Training Division, Office of Training. [REDACTED] Chief) Room 1307 "I" Building, Extension [REDACTED] This office will establish schedules for conferences and seminars as required.

b. Phase 2: October through December, 1952

The first annual cycle for the preparation of Personnel Evaluation Reports will be telescoped into the last three months of 1952 according to the schedule below. In addition, Initial Reports will be prepared for all personnel who, during this period, complete their first nine months of service with the Agency, exclusive of time spent in provisional status pending full security clearance; i. e., trial-period personnel. Responsibility for phase 2 is located in the Personnel Division (O) and the Personnel Division (C) of the Personnel Office.

Schedule

EOD Anniversary Month	1st Annual Report due in Month of	2nd Annual Report due in Month of	Interval between reports in Months
June	Oct 52	Jun 53	8
July	Oct 52	Jul 53	9

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Aug	Oct 52	Aug 53	10
Sep	Oct 52	Sep 53	11
Oct	Nov 52	Oct 53	11
Nov	Nov 52	Nov 53	12
Dec	Nov 52	Dec 53	13
Jan	Nov 52	Jan 54	14
Feb	Dec 52	Feb 54	14
Mar	Dec 52	Mar 54	15
Apr	Dec 52	Apr 54	16
May	Dec 52	May 54	17

c. Phase 3: January through May, 1953

Only Initial (for trial-period personnel), Special, and Reassignment Personnel Evaluation Reports will be prepared during this period. Responsibility for the initiation of Initial Reports is located in the Personnel Division (O) and the Personnel Division (C) of the Personnel Office. Responsibility for the initiation of Special and Reassignment Reports is located in the Office concerned.

d. Phase 4: June 1953

By this date the normal annual cycle and schedule of Personnel Evaluation Reports is in full operation. Responsibility for phase 4 is located in the Personnel Division (O) and the Personnel Division (C) of the Personnel Office which will continue the operation of the program.

2. Guidance and detailed responsibilities for the Personnel Evaluation Program are outlined in Notice [REDACTED] "Personnel Evaluation".

3. Personnel Evaluation Reports for overseas personnel will be prepared in accordance with procedures to be issued at a later date.

FOR THE DIRECTOR OF CENTRAL INTELLIGENCE:

[REDACTED]
L. R. WHITE
Acting Deputy Director
(Administration)

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CENTRAL INTELLIGENCE AGENCY
Washington, D. C.

NOTICE

NO. [REDACTED]

1 August 1952

SUBJECT: Personnel Evaluation

REFERENCE: CIA Regulation [REDACTED] (Revised), effective 1 August 1952

1. Purpose

This Notice provides guidance and outlines detailed responsibilities for personnel evaluation.

2. Definition of Personnel Evaluation

a. Personnel evaluation as used in the Central Intelligence Agency is the supervisor's considered and judicious appraisal of the performance and capabilities of each individual for whom he is immediately responsible. This evaluation is in terms of the requirements of the individual's current position and his potential for long-term service with the Agency. It is not a performance or an efficiency rating in the sense that individuals are compared on the basis of a predetermined adjectival or numerical scale.

b. The significance of a personnel evaluation lies in the constructive action which will be taken to develop and use each individual's abilities and potentialities most effectively.

3. Need for Evaluation

a. Continuing Day-by-Day Evaluation

A supervisor must be continually aware of the abilities and performance of each person in his organization if he is actively to aid him to develop his skills and abilities. The insight gained from continuing appraisals will enable the supervisor to stimulate the productiveness and job confidence of his people and to develop teamwork and pride in the organization.

b. Recording Evaluations

In addition to day-by-day guidance, it is necessary that periodic written reports be prepared as an essential element in

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each individual's career plan. The preparation of these reports will serve periodically to focus the supervisor's attention on the actual and potential contributions of each individual. Through this process the supervisor acquires a systematic inventory of the human resources within his unit.

4. Specific Uses of Personnel Evaluation

The uses of personnel evaluation include the following:

- a. Identifying each person's aptitudes, knowledges, skills and interests;
- b. Promoting discussions between supervisors and those supervised concerning work performance and career development;
- c. Increasing individual efficiency by spotting and correcting specific problems and deficiencies and helping in the development of desirable traits;
- d. Serving as a basis for individual plans for career development;
- e. Identifying outstanding service;
- f. Identifying individuals who fail to perform as effective members of the organization; and
- g. Identifying the need for training, reassignment, rotation, promotion, demotion, separation and other formal personnel actions.

5. Responsibilities for Personnel Evaluation

a. Responsibilities of Individuals

Each individual must understand the responsibilities and requirements of his position. This is an inherent condition of employment and imposes a responsibility upon the individual to discuss with his immediate supervisor any problem or uncertainty which obscures his comprehension of his work. This does not minimize the responsibility of the supervisor for ensuring that those whom he supervises are provided with full information as to their jobs. A clear understanding between the supervisor and the individual is the result of a reciprocal relationship, and effective performance by and development of the individual proceed from the two-way communication between them.

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b. Responsibilities of Supervisors

(1) Immediate Supervisor

The immediate supervisor who assigns and reviews the work of others bears primary responsibility for evaluating, guiding and developing the potentialities and capabilities of those whom he supervises. In order to record his evaluations and recommendations, he will prepare Personnel Evaluation Reports as required.

(2) Reviewing Official

The supervisor next in line of authority above the immediate supervisor is responsible for reviewing Personnel Evaluation Reports. He will determine whether they conform to pertinent Agency policy and regulations and will assist in the effective use of the recorded information. He has the additional responsibility of ensuring that supervisors under his authority are effective in directing, leading, evaluating and developing their personnel.

c. Responsibilities of Office Career Service Boards

It is the responsibility of each Office Career Service Board to review plans contained in the Personnel Evaluation Report for the training, assignment, advancement, rotation or promotion of each individual falling within its jurisdiction and to recommend to the Assistant Director or Office head the action that should be taken.

6. Types of Reports

a. Initial Reports

The supervisor will prepare a Personnel Evaluation Report for each individual at the end of his first nine months of service with the Agency, exclusive of time that may have been spent in provisional status pending full security clearance. Such a report will be made regardless of the length of time that the individual has been under his immediate supervision.

b. Annual Reports

The supervisor will prepare a Personnel Evaluation Report annually for each individual on the anniversary of his entrance on duty unless a report has been made within the three months

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prior to the anniversary date. When necessary the due date of an annual report will be deferred until the individual has been under the supervisor's jurisdiction for 90 days.

c. Special Reports

The supervisor will prepare a Personnel Evaluation Report when an individual leaves the Agency. This report will include the supervisor's recommendation concerning his suitability for re-employment. Such special reports shall be attached to the Personnel Action Request form when it is forwarded to the Personnel Office. Special reports also may be made whenever they are administratively required.

d. Reassignment Reports

A Personnel Evaluation Report will be prepared for an individual whenever his supervisor is to be permanently changed. Supervisors who are to be reassigned will prepare reports for all persons under their immediate jurisdiction. Supervisors will prepare reports for individuals who are to be reassigned from their units. In case the immediate supervisor is not available, such reassignment reports will be prepared by the person next in line who has direct knowledge of the individual's work. The Assistant Director (Personnel) or his designated representative may grant temporary exemption from this requirement to specific organizational components of the Agency.

7. Preparation of Reports (See Flow Chart attached)

a. Prior to the date an initial or annual Personnel Evaluation Report is due, the Personnel Office will notify the Office concerned through the official designated by the Office to serve as its Evaluations Officer, with responsibility for administrative activities connected with the personnel evaluation program. The Evaluations Officer will initiate action on Form 37-151 by entering the identifying data in Items 1 through 6 on the form and forwarding it in duplicate to the appropriate supervisor. Special reports may be initiated either by the Personnel Office or by the Office concerned. Reassignment reports will be initiated by the Office concerned.

b. The supervisor will furnish the form in duplicate to the individual concerned who will complete Items 7 through 10. At the time the supervisor transmits the form to the individual, he will offer his assistance and cooperation.

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c. The supervisor will complete Items 11 through 18 and will exercise considered judgment in appraising the adequacy of the work performed, the qualifications of the individual for his position and his potentialities for greater service to the Agency. Upon completion of the evaluation, he will forward the form to the appropriate reviewing official.

d. Item 17 of the form provides a means for formalizing warnings to individuals concerning ineffective performance. If it is the supervisor's considered opinion that the individual's work contribution has been sufficiently ineffective to require adverse action, he will attach to each of the copies of the Personnel Evaluation Report a copy of a warning memorandum. If the supervisor has not already given the individual such a memorandum, he will prepare one at the time the Report is made. Warning memoranda will be coordinated with the Personnel Office before they are given to the individual. When attached to Personnel Evaluation Reports, they will serve to alert the Personnel Office and appropriate Career Service Boards to situations requiring special attention.

e. The reviewing official will discuss the report with the supervisor in order to analyze the results of the evaluation and to determine whether additional action should be recommended to improve or better utilize the individual's skills. The reviewing official also should discuss with the immediate supervisor any recommendations which would assist the supervisor in carrying out his responsibilities in the personnel evaluation process and in taking appropriate action based on the evaluation. Upon the conclusion of his review and after discussion with the supervisor, the reviewing official will sign the form in duplicate and will forward both copies to the supervisor.

8. The Interview

a. Within one week after a Personnel Evaluation Report has been reviewed by the reviewing official, or as soon thereafter as practicable the supervisor will interview the individual concerned to apprise him of the evaluation and to use the Report as a basis for constructive discussion and planning.

b. The interview will have an important influence on the relationship between the supervisor and the individual. Therefore, the supervisor should adapt his approach specifically to each individual and plan the content and sequence of the discussion according to the personal relationship existing between them.

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c. During the interview, the supervisor will discuss each item of the Report. He should encourage the individual to discuss his understanding of his duties and responsibilities in order to resolve any misunderstanding of what is expected of him. He should express recognition of the individual's strengths and work achievements. Discussion of specific shortcomings should be coupled with constructive suggestions of means by which the individual can improve himself with assistance through supervision, rotation and training. In this connection, he should encourage the individual to analyze any work, personal or other situational factors which may have affected his performance. Before closing the interview, the supervisor should summarize the results of the discussion emphasizing the course of mutual action which has been developed to advance the individual's effectiveness with the Agency.

9. Routing of Reports

a. Upon completion of the discussion with the individual, the supervisor will sign both copies of the Report and submit them to the Evaluations Officer. He will retain the duplicate copy and forward the original to the Personnel Division, overt or covert, within thirty days of the due date (the last date covered by the evaluation period) except that trial period Reports will be submitted within fifteen days of the due date. The duplicate copy, which is retained by the Evaluations Officer, will be made available to the Office Career Service Board.

b. The Personnel Office will review the Personnel Evaluation Report and will consult the Office concerned with respect to any action which appears to be necessary or desirable. The original copy of the Personnel Evaluation Report will be filed in the individual's official personnel folder.

c. If an individual's performance is described as unsatisfactory by the attachment of a warning memorandum to his annual Personnel Evaluation Report, the fact will be posted to his service record card by the Transactions and Records Branch of the appropriate Personnel Division. This will make the individual ineligible for a periodic pay increase until his next annual report is made. Advisory Appeal Boards appointed and convened in accordance with CIA Regulation [REDACTED] will, at the individual's request, re-examine official warning memoranda and recommend action to the appropriate officials.

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10. Personnel Evaluation Reports for Field Personnel

Personnel Evaluation Reports for individuals who are serving in the field will be prepared and submitted in conformance with the principles of this Notice. Procedures adapting this Notice to field situations will be established through appropriate field instructions.

FOR THE DIRECTOR OF CENTRAL INTELLIGENCE:



L. K. WHITE
Acting Deputy Director
(Administration)

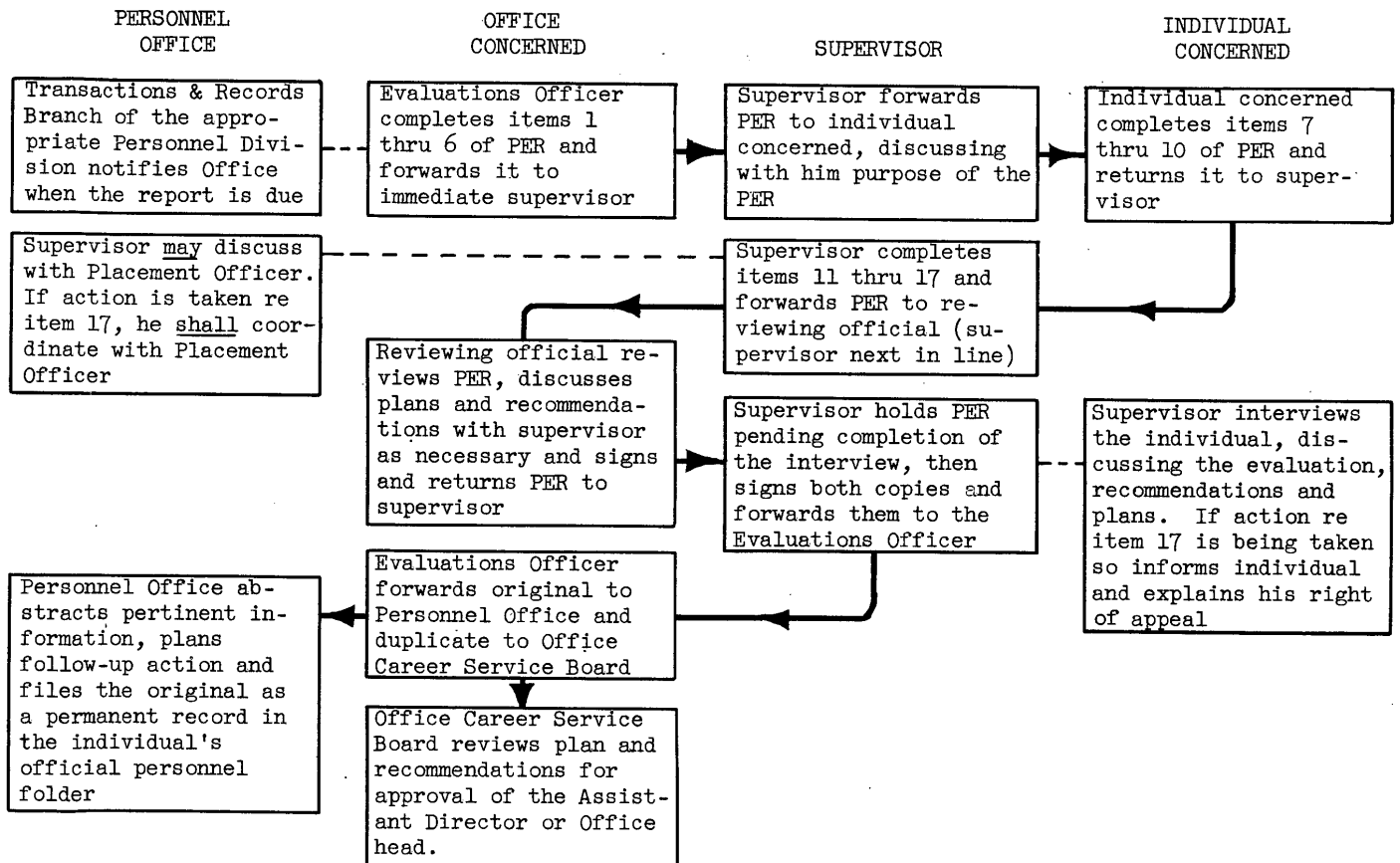
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Attachments: Flow Chart
Personnel Evaluation Report

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PERSONNEL EVALUATION REPORT
Flow Chart
(Initial and Annual Reports)



→ routing of PER
- - - related action

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PERSONNEL EVALUATION REPORT

(See Instructions on Reverse Side)

The Personnel Evaluation Report is an important part of the Career Service Program. It seeks to assure for every person a carefully planned career, with advancement based on demonstrated ability. For the individual, it means an opportunity to voice his interests and to discuss his job and his progress with his supervisor. To the supervisor, it gives assistance in carrying out a major responsibility, the development of the people he supervises. For the Agency as a whole, it means successful teamwork based on mutual understanding and respect.

THIS PORTION TO BE DETACHED ONLY BY AUTHORIZED OFFICIAL

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CENTRAL INTELLIGENCE AGENCY
Washington, D. C.

1 August 1952

NOTICE

No [REDACTED]

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Effective 1 August 1952, Lieutenant General William H. H. Morris, Jr., USA-Retd., Assistant Director (Personnel), is appointed a member of the CIA Career Service Board.

FOR THE DIRECTOR OF CENTRAL INTELLIGENCE:

[REDACTED]
L. R. WHITE
Acting Deputy Director
(Administration)

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YOUR PERSONNEL EVALUATION REPORT



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Issued Jointly by

THE OFFICE OF TRAINING
and
THE PERSONNEL OFFICE

AUGUST 1952

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Approved For Release 2001/11/16 : CIA-RDP78-03087A000100010002-1

AN INSTRUCTIONAL GUIDE IN THE USE OF THE PERSONNEL EVALUATION REPORT

In accordance with the basic personnel policy of the Agency, a program of personnel evaluation has been established as a principal means of developing the most satisfactory working relationship between each individual and his supervisor.

To insure a fundamental understanding of the objectives of personnel evaluation and to get under way the initial program of personnel evaluation reporting throughout the Agency, it is important that each individual in the organization become thoroughly familiar with Agency Notices N [REDACTED] issued on 1 August 1952.

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Definition of Personnel Evaluation

Personnel evaluation as used in this Agency is a supervisor's considered and judicious appraisal of the performance and capabilities of each individual for whom he is immediately responsible.

This evaluation is in terms of the requirements of your current position and your potential for long-term service with the Agency. It is not a performance or an efficiency rating in the sense that you are compared with others on the basis of a predetermined adjectival or numerical scale.

The significance of this personnel evaluation program lies in the constructive action which will be taken to develop and use your abilities and potentialities most effectively.

Specific Uses of Personnel Evaluation

To identify each person's aptitudes, knowledge, skills, and interests.

To promote discussions between supervisors and those supervised concerning work performance and career development.

To increase individual efficiency by spotting and correcting specific problems and deficiencies and helping in the development of desirable traits.

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To serve as a basis for individual plans for career development.

To identify outstanding service.

To identify individuals who fail to perform as effective members of the organization.

To identify the need for training, reassignment, rotation, promotion, demotion, separation, and other formal personnel actions.

To indicate suitability for re-employment for each individual in the process of separation from the Agency.

Form and Frequency of Personnel Evaluation Reports

The Personnel Evaluation Report (Form No. 37-151), is the official form that has been approved for recording personnel evaluations.

25X1A Agency Notice [REDACTED] outlines the types of Personnel Evaluation Reports and shows in a flow chart the steps to be followed in processing these reports. Read this Notice thoroughly; it gives you the basic doctrine of the personnel evaluation program of this Agency.

Supervisors are required to prepare a personnel evaluation report for each individual at the end of the individual's first nine months of service with the Agency and annually thereafter, and at such other times as directed.

The schedule to be followed in filing Personnel Evaluation Reports for departmental and U. S. field personnel during October, November, and December 1952 is given in Agency Notice [REDACTED]. This should be carefully checked, especially by each supervisor.

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PERSONNEL EVALUATION REPORT—Form No. 37-151

Page 1. The Cover

The Personnel Evaluation Report has been designed as an important element in the Agency Career Service Program, for continual evaluation of performance and potentialities is inherent in any soundly organized career service.

Page 2. Inside Front Cover

An Evaluations Officer (administrative or personnel officer) has been designated for each Office or major component of the Agency. He is responsible for the administrative activities connected with the personnel evaluation program in his Office or organizational component.

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The Evaluations Officer will initiate action on Form No. 37-151 by entering the identifying data in items 1 through 6 and forwarding the form in duplicate to your supervisor.

The instructions given on the second page of Form No. 37-151 provide some generally helpful suggestions. If you have any questions about these instructions, be sure to discuss them with your supervisor.

Keep in mind that frank discussion between you and your supervisor is essential, both before filling in the form and after it has been reviewed by a reviewing official. Such discussions should include a thorough explanation of the objectives of the personnel evaluation program and the responsibilities for following up the recommendations and suggestions contained in the report.

Page 3. Front of the Report Form

Items 1 through 6. Since the Evaluations Officer for your organizational component will fill in items 1 through 6, it will only be necessary for you to check over these items to make sure that they are correct.

Item 1. Is your name given and spelled as you use it for Agency purposes?

Item 2. Is your present grade the same as the one shown on this form?

Item 3. Is your present position title the same as the one shown?

Item 4. Are the Office, Staff or Division, and Branch designations correct for your present position? If "field," the approved Agency designation should be used.

Item 5. To activate the personnel evaluation reporting program as rapidly as possible throughout the Agency, the schedule for the preparation of annual reports has been telescoped from twelve months into three months.

Between 1 October and 31 December 1952, an *Annual* report will be prepared for each individual who will have completed *more than nine months of service in the Agency as of 1 October 1952*. The due date of an Annual report will be determined by the individual's EOD date according to the schedule in Agency Notice [REDACTED]. For example, if your EOD date is 5 June, your first Annual report will become due on 5 October

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1952; if your EOD date is 10 May, your first Annual report will become due on 10 December 1952. All *first* Annual reports will cover the twelve months prior to the due date of the report or the time that you have been in the Agency if less than one year.

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If an *Annual* report becomes due according to the schedule in Agency Notice [REDACTED] and you have not worked under your present supervisor for a period of at least ninety days, the due date of the Annual report will be deferred until you have been under your present supervisor's jurisdiction for ninety days.

After 1 October 1952, an *Initial* report will be prepared for each individual as of the date that he completes his first nine months of service in the Agency, exclusive of time spent in provisional status pending full security clearance.

An *Initial* report will be made by the supervisor you have at the time the report is due, regardless of the amount of time that you have been under that supervisor's jurisdiction. If you have questions concerning the period covered by your first Annual report, check with your supervisor.

Item 6. Your first Personnel Evaluation Report will be *Initial* or *Annual*. From the preceding discussion of item 5, you will know which is correct in your case.

Items 7 through 10. You will fill in these items. In addition to the instructions given in the report form, keep in mind the following suggestions:

Item 7. The space available in this form is necessarily limited. Rough out the outline of your major duties before filling in this item. Your supervisor will describe your performance on the major duties that you list here.

Item 8. Give the course title, such as "Elementary Russian," "Advanced Statistics," "Geography of the Antarctic," under name of course.

Location means the institution and the city—state and county if necessary.

Length of course in months: Specify the number of semester or quarter hours of credit.

Date completed: Do not write the month as a numeral.

Item 9. Give considerable thought to this question; rough out your reply before filling in the form.

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Item 10. Give date of filling in the form. Sign with your usual signature for Agency purposes.

Items 11 through 18. These items will be filled in by your supervisor as of the date that this report is due. If you have been under more than one supervisor for the period of this report, your supervisor will usually consult your previous supervisors before filling in these items.

Item 11. Since your supervisor is requested to describe briefly your performance on the major duties listed under item 7, it is of the greatest importance that you and your supervisor agree on the list of your major duties, and that these duties be listed realistically in terms of your daily work.

Page 4. Back of the Report Form

Item 12. This item gives your supervisor an opportunity to record his recognition of significant contributions that you have made.

Item 13. Each of us can improve his total performance on the job by giving attention to details that may be overlooked in the press of getting each day's work done. Where improvement can be made, it is helpful to know about it.

Item 14. The purpose of this question is to give careful attention to potentialities that may be developed.

Item 15. This question gives your supervisor an opportunity to indicate other duties which may better suit your abilities.

Item 16. The supervisor will make recommendations regarding training or rotation only after you have had an opportunity to discuss your interests with him, and only after he has discussed with the reviewing official the opportunities that there may be for you in training or rotation plans. The recommendations contained in this item must be the supervisor's, but their value will depend upon your interest and the practicality of the suggestions.

Item 17. If your work has been unsatisfactory, you will probably have received a warning memorandum to that effect. This item insures that anyone whose work has been unsatisfactory will be given an official notice.

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- Item 18. Within one week, or as soon as possible after the Personnel Evaluation Report has been reviewed and returned to your supervisor, he will talk over the Personnel Evaluation Report with you and will sign and date this item.
- Item 19. This will be signed and dated by the reviewing official — usually your supervisor's supervisor.
- Item 20. Space is provided for further comments or overflow from the previous items. In addition, for each individual in the process of separation from the Agency, item 20 should include a statement regarding that person's suitability for re-employment in the Agency.

THE PRIMARY OBJECTIVE OF THE PERSONNEL EVALUATION
PROGRAM IS TO PROMOTE THE
FULLEST DEVELOPMENT OF EACH INDIVIDUAL IN THE AGENCY.

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25 August 1952

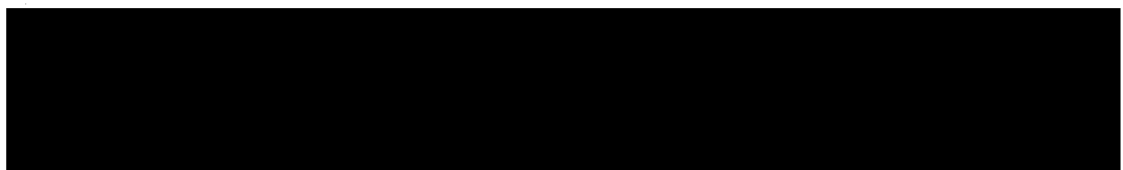
PROFESSIONAL SELECTION PANEL

Minutes of the 1st Meeting

22 August 1952, Room 117, North Building, 10:30 A. M.

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Present:



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1. [REDACTED] temporarily took the chair and said that as Executive Secretary of the Career Service Board he would provide secretarial assistance to the Panel. Since this was the organization meeting of the Panel, he asked that the Panel consider as its first action the selection of a Chairman. [REDACTED] was selected as temporary Chairman and took over the chair.

2. There was discussion of the organization of the Panel with respect to the fifth voting member, i. e., "one representative from a Deputy Director's Office, the DD/P, DD/A and the DD/I, to be successively represented on a rotating basis". The Panel agreed to report to the CIA Career Service Board that it had under consideration this matter and would make a recommendation to the Board at its next meeting concerning the rotating member and terms of office of other members.

3. In further consideration of the organization of the Panel there was discussed the advisability of adding an advisory representative from the Medical Office to the Panel. Should this be done the Panel would then be assisted by four advisory representatives, one each from the Personnel Office, Inspection and Security Office, the Office of Training and the Medical Office. The Panel agreed to recommend to the CIA Career Service Board that an advisory representative from the Medical Office be added to the Panel.

4. There was lively discussion of the basic purpose for which the Panel was created, the methods by which it would operate, the goals that were to be achieved and the timing and phasing that would be necessary for it to arrive at a state of operating significance. It was agreed:

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- a. That the workload would have to be established. To this end the advisor from the Personnel Office was requested to have available for distribution with the agenda for the next meeting, such statistics and forecasts as were possible within the limitations of available time as might shed light on the probable workload, i. e., the probable intake of junior personnel into professional positions;
- b. That since the Panel was responsible "for reviewing selection standards", the advisors from Security, Personnel and Training were requested to provide brief statements of the selection criteria used by those Offices having to do with the intangible, "overall suitability to work in CIA on a career basis". The Executive Secretary would acquire similar data from the Medical Office pending the decision upon an appointment of an advisory representative to the Panel from that Office (See Paragraph 3, above);
- c. That since the Panel was responsible for reviewing "qualifications of all candidates up to and including grade GS-11 for overt and semi-covert professional positions, the advisor for Personnel was requested to have available to the Panel appropriate current cases of candidates in the final stages of processing that fell within the definition of professional positions. These cases would be available for information and examination by the Panel but the Panel would not be expected to take definitive action until it had devised and agreed on an operating procedure.

5. The Panel recognized that it would be impossible for it adequately to discharge for some time to come all the responsibilities laid on it by the DCI's approval of the Career Service Program. It therefore agreed to review in detail Tab E of CIA [REDACTED] and report to the CIA Career Service Board its capabilities and a proposed time-table for phasing its operations into being.

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6. [REDACTED] offered to provide the Panel with a conference reporter who would provide the Executive Secretary with a verbatim transcript of discussion during the early meetings of the Panel until such time as organizational and theoretical problems had been disposed of.

7. The Executive Secretary distributed to the members of the Panel and advisors for their information copies of a staff study prepared

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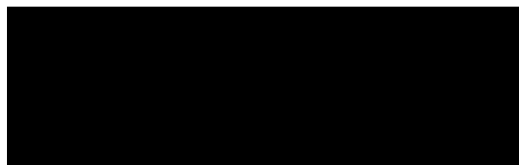
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by the Management Staff of the Office of the Deputy Under Secretary of State for Administration on the Board of Examiners of the Foreign Service.

8. It was agreed that the next meeting would be held on Wednesday, 3 September, at 10:00 A. M.

9. The meeting adjourned at 12:00 noon.



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Executive Secretary.

CDS/P:RB:lc (25 August 1952)

Distribution:

Members and Advisors of the Professional Selection Panel
Members of the CIA Career Service Board

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OFFICE OF TRAINING REGULATION NO. 00-3

13 August 1958

SUBJECT: OFFICE OF TRAINING CAREER SERVICE BOARD

1. POLICY

Effective 13 June 1958, the Director of Central Intelligence approved an Agency-wide Career Service Program intended to identify, develop, effectively use, and reward individuals who have the skills required by CIA; motivate them toward rendering maximum service to the Agency; and eliminate from the service, in an equitable manner, those who in spite of the Program fail to perform as effective members of the organization.

The Agency-wide Career Service Program will be administered by the CIA Career Service Board which will be responsible for developing policy governing the Program subject to approval by the DCI. The Agency-wide Program provides that each Office establish a Career Service Board to assist in the operation of the Program by performing certain functions subject to approval of the Office Head.

2. ORGANIZATION

Pursuant to the provisions of the CIA Career Service Program, there is hereby established the Office of Training Career Service Board which shall consist of the following members:

Chairman	-	Director of Training (ex officio)
Member	-	Deputy Director of Training (General)
Member	-	Chief, Plans and Policy Staff (TRC)
Member	-	Deputy Director of Training (Special)
Member	-	Asst. Deputy Director of Training (Special)
Member	-	Chief, Support Staff
Secretary	-	Assistant to the Director of Training
		(non-voting)

Should any of the positions comprising the membership of the Board be vacant, the D/ER will designate a temporary member of the Board for the period of such vacancy. Four voting members will constitute a quorum. Meetings of the Board will be held on the first work day of each month and at such other times as the Chairman may determine.

The Secretary will provide staff support for the Board including preparation of agenda for regular and called meetings, coordination of activities of this Board with the CIA Career Service Board and with the Boards of the several offices and preparation and maintenance of minutes and other records of Board actions.

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3. MISSION

The Office of Training Career Service Board is responsible to the Director of Training for the operation of the Career Service Program within OTR and for collaboration with other Office Boards on inter-Office Career Service problems.

As enumerated in the Career Service Program, general responsibilities of the Office of Training Career Service Board are to:

- a. Serve as advisor to the D/TR on all matters pertaining to the Career Service Program.
- b. Direct within the OTR the application and functioning of the Career Service Program, including but not limited to the following:
 - (1) Executing relevant decisions of the CIA Career Service Board and making recommendations to the CIA Career Service Board for improvement of the Career Service Program.
 - (2) Sponsoring, developing, and executing the Career Service Program of the OTR, including an intra-Office rotation system, and reporting periodically to the CIA Career Service Board.
 - (3) Reviewing Personnel Evaluation Reports and proposed development plans for individuals in terms of training, assignment, advancement, rotation, and promotion.
 - (4) Recommending cancellation or continuance of career development actions.
 - (5) Participating in the development and execution of approved extra-Office rotation systems.
 - (6) Submitting to the Sponsoring Office a semi-annual Personnel Evaluation Report on each rotation appointee from another Office.
 - (7) Ensuring that the rotation appointees detailed by the OTR to another Office are not overlooked for warranted promotion and ensuring that rotation appointees received by the OTR are productive and their assignments commensurate with the purpose of the appointments.
 - (8) Reviewing continuously conditions of service and duty with a view to making recommendations to the CIA Career Service Board concerning working conditions and benefits that can strengthen morale and increase "esprit de corps."

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(9) Reviewing continuously the personnel intake of the Office, especially at the junior professional level, with a view to ensuring the acquisition of highly-qualified, versatile persons with long-range potentiality.

c. Supervise such subordinate Boards and Committees as may be established from time to time for handling specialized functions, assigning to them Office personnel as necessary.

4. FUNCTIONS

The OTR Career Service Board shall:

a. Review and recommend final action regarding plans proposed for the development of individuals including, but not limited to:

(1) Annual, special and reassignment Personnel Evaluation Reports

(2) Initial Evaluation Reports on all new employees prior to completion of the trial period

(3) Appointments, assignments, transfers, promotions and resignations of heads of organizational components of OTR

(4) All appointments and promotions

(5) Intra-Office transfers and reassignments

(6) All extra-Agency training

(7) All rotation-training assignments outside OTR

b. Perform such other functions and duties as may be required by the DTR.

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MATTHEW BAIRD
Director of Training

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